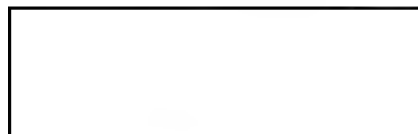


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16 May 1962

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It was a great pleasure to see you again last night at our Washington area meeting, and we are very grateful to you for giving us that much of your time. I am sorry that we did not have the time and opportunity to talk together for a little longer period. After getting home, I continued to reflect on some of your comments, particularly as they applied to the acquisition of qualified instructors in the non-Western European areas. I am so fermenting with ideas along this line, that I felt I just must pass them along to you right away.

I began to reflect on the fact that probably the most outstanding reservoir of knowledge and expertise on the languages, customs, culture and history of any and all parts of the world available in this country is concentrated right here in Washington, particularly in my own Agency and the State Department. Other thoughts and recollections also flooded up in this vein to the effect that during and ever since World War II, the Government has pulled in many instructors and professors from all over the country. This has been occasioned by emergency needs of the Government, the dislocating effects of the war and its aftermath on our educational system and the widely divergent salary scales in the various facets of our society. Government salaries, even as widely lamented as they are, have nonetheless been competitive with the academic world, thus the chief hunting ground for the Government.

I have gradually been increasingly aware of what, in my own opinion at least, is a kind of net result of this entire sequence. The inducement of people away from the teaching profession poses the constant threat of sacrificing our future for the exigencies of today

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while at the same time miscasting a significant number of people. By this latter comment, I mean people who want to teach, are gifted and prepared to teach, but have for one inducement or another, usually money, been trying to do other work to which they are not entirely successful or completely happy. Very often the best interest of these people and the Government would be served if they were back in their true niche.

From time to time I have been privileged to see people able to resign their positions with me in order to go back into teaching or to start teaching which had been a first love but never attempted. Such people with these strong convictions, I have always been delighted to encourage and support in any way possible. Also from time to time, it is necessary for such organizations as ours and the State Department to effect reductions in force. In these separations of personnel, it is normal to select out those who are less effective than their fellows. Within this collection are people of fine character and significant stature in various fields of specialty, their problem being only that their personal attributes never quite allowed them to adapt successfully to the assignments in which they found themselves. It is not unusual to find Ph.D. 's and former instructors in this group.

The conclusion that my long ramblings arrive at is obvious. It seems to me that an immediate and important future mutual gain could come from a system whereby schools might recruit from the Government just as Government has recruited from schools. It strikes me that even if a very small number of successful transfers of this sort could be made, it would be well worth some effort. I have discussed this thought this morning with several officials in our Office of Personnel. This discussion engendered the same eager, hopeful enthusiasm that I had generated within my own thoughts.

At this particular time our organization has quite a sizable number of people that we are trying to help place elsewhere because of a necessary reduction of emphasis within our own activities. I have not at this point been able to examine in any detail this list of people to even know if there would be one that might be of interest to you. Nonetheless, I do know that graduate degrees and high

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competences in languages and area knowledges are involved. If you would feel that [] and other schools might be interested in pursuing this line, I would be most delighted to do anything possible to help. Incidentally, while I have addressed these thoughts primarily to the non-Western European cultures, the same factors do apply in the sciences, economics and humanities generally.

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[] in our Office of Personnel is engaged on a full-time basis with a small staff in helping to find outside positions for some of our people who for one reason or another want to or should find employment outside of the intelligence business. I understand that [] is already working with a few colleges as well as other Government agencies and private organizations with some degree of success. He also belongs to an inter-agency group of similar officials within the Government and could, therefore, assist in more contacts and further explorations with such organizations as the State Department, Defense, Public Health Service, etc.

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The Director of Personnel asked me to invite you, if interested, to contact [] Office of Personnel, 2430 E. Street, N. W., Washington 25, D. C. A visit to our Headquarters would also be welcome for you or anyone else you may wish to send.

Very sincerely yours,

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Orig - Addressee

DDR: [] :bb (16 May 62)